

Managing Your Manager Reference Guide

Five proactive actions you can implement to help you be more effective in managing your manager.

1. Develop an effective working relationship with your boss

- Communicate in your boss's preferred communication style (e.g., email, phone, face-to-face)
- Pay attention to your boss's interests, goals, aspirations, strengths, and weaknesses
- Look for ways to make things easier for your boss
- Know your own strengths, weaknesses, goals, ambitions, and how you respond to being managed

2. Seek clear input regarding expectations and priorities

- Approach your boss based on his or her preferred communication method
- Ask clear, well thought-out questions
- Listen carefully to your boss's response
- Restate your boss's response in your own words and/or ask clarifying questions

3. Keep your boss informed

- Consider the urgency of the information
- Look for a convenient time to share the information
- Don't sit on the information. Have the courage to communicate early and often
- Master the delivery
 - Clearly state the facts don't hem and haw
 - Manage your emotions
 - When appropriate, provide a possible solution

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Continued:

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4. Sell your issues and present solutions rather than problems

- Don't assume your boss is going to understand your concern or share your viewpoint
- Present your concern in a way that makes it easy for your boss to understand the concern by "bundling" and "framing" it (i.e., bundle- connect the concern to another important issue your organization may be experiencing; frame- identify the moral or business context surrounding the concern)
- Present a few carefully researched and thought-out solutions

5. Focus on what you have the power to change

- The only meaning circumstances (i.e., rainy day, gift from a friend, fender bender, etc.) have is the meaning we attach to them
- There are many circumstances we can't control, but we can always control our attitude toward them
- You can't control another person (e.g., your boss and co-workers), but you can control yourself and, as a result of the changes you make, change the relationship